



Eastland Mall Redevelopment Phase One Update

Economic Development Committee
June 7, 2017



Presentation Agenda

- Redevelopment Purpose and Goals
- Tactical Urbanism
- Development Forum/Lean Scan
- Recommendations
- Next Steps



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Redevelopment Purpose

The purpose of this inclusive redevelopment and revitalization effort is to work with the community to promote the creation of a vibrant and sustainable place of activity and opportunity.

“Everyone has the right to live in a great place. More importantly, everyone has the right to contribute to making the place where they already live great.”

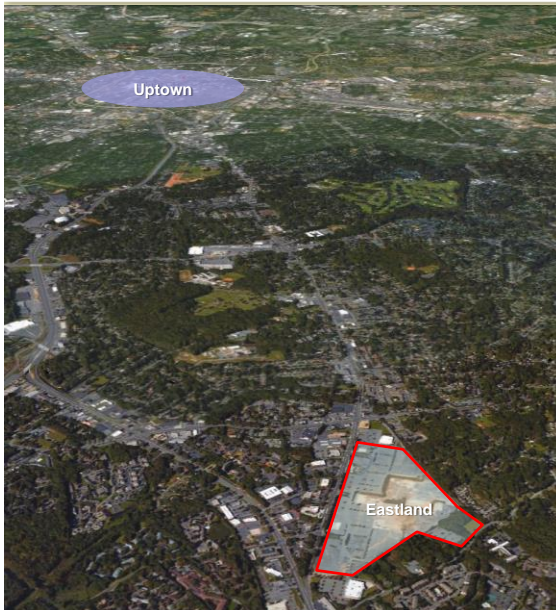
- Fred Kent, President
Project for Public Spaces



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Redevelopment Goals



- **Enhance the Perceptions of the Eastland Area and East Charlotte**
Attract visitors from across the region
- **Unify Local Communities**
Build on the Eastside's cultural and international diversity
- **Create Connectivity and Walkability for Surrounding Neighborhoods**
Integrate development into the existing corridors and neighborhoods
- **Take Advantage of Natural Features**
Restore water features and create dedicated and flexible open spaces
- **Create Opportunity for Civic Development**
Incorporate public amenities such as a school or library
- **Increase Equitable Economic Development**
Provide opportunities for businesses, small scale developers, and residents

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Phase One

- Phase One, approved by Council March 27, 2017, was a due diligence effort to identify and understand possible challenges and to solicit developer interest. Activities in this phase included:
 - Development Forum: Define requirements, identify barriers, and determine project feasibility/interest
 - Lean Scan: Develop approach to encourage small-scale development and community building
 - Tactical Urbanism Workshop: Identify additional near-term activities for the site



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Tactical Urbanism Overview

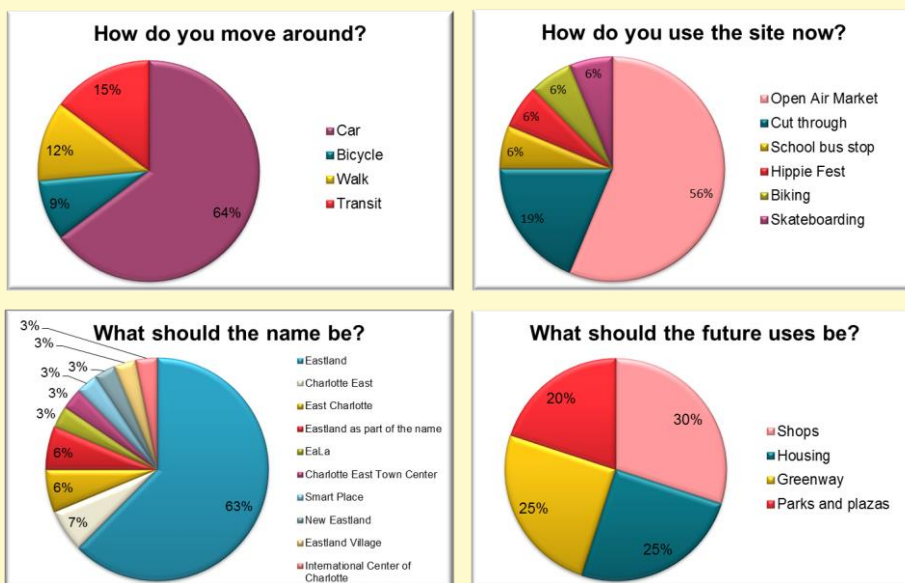
- Event to gather data and test concepts ("Questionnaire Village")
 - Past, Present, and Future
 - Activities
 - CIP and Community Letter engagement
- Demonstrated how tactical urbanism can be used as tool for interim activation and long term uses
- Connected community members
- Identified potential tactical urbanism measures to be considered for the site



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Tactical Urbanism What We Learned



Development Forum / Lean Scan Overview

- Multiple conversations with 50+ professionals within the development and business community
- Participants included developers (small and large), brokers, architects, small business owners, potential non-profit users, and investors
- Collected feedback and perspectives to uncover barriers to redevelopment (perceived and actual)
- Identified potential opportunities for redevelopment





Development Forum / Lean Scan

What We Asked

- What role should the City plan in redevelopment?
- What obstacles exist in Charlotte that are impediments to development and investment?
- What public investment would most incentivize private development?
- What can be done without public investment?
- What would need to be in place to inspire or encourage small and large scale developers to invest in the site?
- What can be done to create certainty in the market and mitigate risk to lure investment?



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Development Forum / Lean Scan

What We Learned

- No developer expressed an interest in investing in site as-is
- Achievable rents are too low to support new construction w/o some type of public support
- Destination retail or large office space not viable today or in foreseeable future
- Inconsistent and uncertain regulatory environment (particularly punitive to small-scale development)
- Perceptions about the area are improving
- The site is considered desirable (e.g. size, proximity to Center City, etc.), but perceived barriers must be removed prior to sincere interest from development community

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Development Forum / Lean Scan

What We Learned

- Public private partnership is required
 - City control of land is a major asset
- K-8 partial magnet / language immersion school on site is a big asset
- Attractive location for residential (including senior housing) at multiple price points
- Potential for neighborhood-scale commercial uses, but will likely follow residential
- Transit, open space, trails, and civic and cultural facilities can serve as a catalyst for redevelopment, but all require further due diligence to assess funding/financing options, financial return, programming and sizing, etc.

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Development Forum / Lean Scan

What We Learned

- Site should be divided into manageable pieces or development pods
- Small, incremental development can create authentic destination and could foster larger scale redevelopment interest
- Temporary activation can reconnect people to the site and begin changing perceptions
- Short-term interventions can build sense of momentum; provide opportunities for engagement; introduce new identity to the site; and draw more people to the site
 - Generates greater familiarity and less apprehension with the site
 - Successful early activities can inform incremental redevelopment uses and building types

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Incremental Development



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Preliminary Recommendations

- Create a financially viable implementation plan to ignite interest and remove uncertainty without constraining creativity or opportunism
 - Operationalize the guiding principals
 - Plan enabling infrastructure links
 - Define potential public investment
 - Establish realistic phasing approach
 - Provide a framework that establishes the street grid, open space plan, and a walkable development
- Strengthen the implementation plan by defining additional appropriate public investment in infrastructure, open space, or related civic amenities
- Issue clear and predictable RFP(s) with provisions and a structure to entice diverse teams or a variety of individual respondents focused on discrete development pods which aggregate to 69 acres

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Next Steps

- Economic Development Committee Phase One Update – Today
- Economic Development Committee Follow-up and Recommendation – June 26
- City Council Dinner Briefing – July 24

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